



**REFORMED CHURCH UNIVERSITY**

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## **FACULTY OF COMMERCE**

**BACHELOR OF COMMERCE HONOURS DEGREE IN HUMAN  
RESOURCES, INDUSTRIAL & LABOUR RELATIONS MANAGEMENT**

### **TRAINING & DEVELOPMENT**

**HHRM 227**

**PART 2 SEMESTER 2**

**Total Marks [100]**

**DATE: APRIL 2024**

**Time: 3 Hours**

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### **INSTRUCTIONS**

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other **three (3)**
3. Each question carries *25 marks*
4. Start each question on a new page

## Question 1

### Case Study

Company A does not have a central Training & Development function. Each manager sends their employees to external training and development opportunities. There is no link back to performance management or development planning process. Many employees view training as a vacation day and are not held accountable for any follow-up on the job. Company B has a training department that uses a Corporate University model where a standard leadership development curriculum is offered. The department employs performance consultants assigned to business units. They are considered a center of excellence and track the utilization of classroom and web-based training using a learning management system.

### Required:

- a) Explain any 5 problems likely to be faced by company A. [5 Marks]
  - b) Explain the advantages of company B over company A. [10 Marks]
  - c) Explain how you would approach the establishment of a Training & Development function that meets the needs of a merged organization and is seen as aligned with business strategy? [10 marks ]
2. Explain on-the-job and off-the-job training modes highlighting which method is better than the other and why? [25 marks]
  - 3 'Organizations that fail to train their workforce labor in vain.' Discuss the assertion giving relevant examples. [25 marks]
  4. With practical examples from a company of your choice, evaluate any five objectives of Training and Development. [25 marks]
  5. 'Training is a waste of time and resources.' Discuss. [25 Marks]
  6. Discuss the common challenges that are faced by organizations in coming up with effective training programs highlighting how this may be overcome. [25 marks]

END OF PAPER